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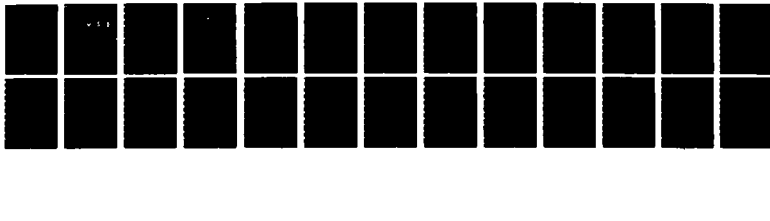
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AIR COMMAND AND STAFF COLL MAXWELL AFB AL
J R ZUKERBERG APR 87 ACSC-87-2825

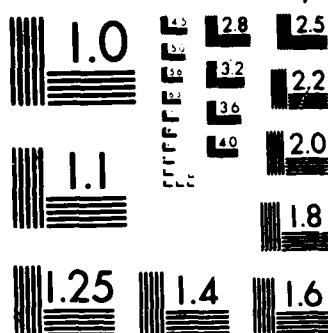
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STUDENT REPORT

MANPOWER BASICS:
WHAT COMMANDERS NEED TO KNOW FIRST

MAJOR JANE R. ZUKERBERG REPORT #87-2825

"insights into tomorrow"

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TITLE MANPOWER BASICS: WHAT COMMANDERS NEED TO KNOW FIRST

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Director of Manpower and Organization
USAF Academy
(Content Advisor)

Submitted to the faculty in partial fulfillment of
requirements for graduation.

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19. ABSTRACT (Continue on reverse if necessary and identify by block number) This videotape is made specifically for wing and base commanders and their deputies. It is an overview offering a "heads up" on issues such as management engineering studies, productivity money, cost comparison studies, and manpower reductions. It is designed to quickly get to the heart of manpower issues that may present problems for commanders. It also addresses in matter-of-fact terms how to deal with Manpower representatives.									
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PREFACE

This project involved the development of a 24-minute videotape entitled "Manpower Basics: What Commanders Need to Know First." The purpose of this project is to provide a quick and succinct overview of manpower issues which affect a wing or base commander or their deputy. The film highlights areas of specific concern for that level of leadership, speaking in informal terms.

I would like to thank my sponsor, Lt Colonel Roy E. Thomas, Director of Manpower and Organization at the Air Force Academy, for his interest and technical assistance. Additionally I thank my advisor, Major William E. Magill, for his administrative guidance.

I personally saw the need of wing and base commander education on manpower issues, beyond what is currently offered, during tours as a Management Engineering Officer, Management Engineering Team (MET) commander and squadron commander in charge of all SAC METs. I saw commanders and deputies attempt to handle manpower projects they were totally unfamiliar with; I saw their unfamiliarity cause them various degrees of trouble; I saw them in needless trouble. I saw some projects tasked so short-fused by the headquarters that there was no time to begin the learning curve. I realized then there must be preliminary education, a heads up, for men in these senior leadership positions.

I am not saying that education and information exchanges do not exist. Nothing can substitute for a good, competent MET commander, but there is need for supplement. The average MET commander briefs wing and base personnel from carefully worded and common overview slides or pamphlets that cover the entire surface of the manpower job and aim at a general audience. Wing and base commanders need more, and need it up front in their tours. I learned through my field experience that manpower representatives must help prepare key decision-makers prior to the happening.

After discussions with my sponsor, I developed the idea of a specifically-aimed real world videotape. I rejected the idea of a pamphlet for two reasons. First, brochures telling the "Manpower Story" were common and I believed ineffective. The second reason was provided by my assignment to Air Command and Staff College and its close proximity to AU/TV and the Base Commanders' Management Course office at the Center for Professional Development.

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When I contacted the officers in charge of the Base Commanders' Management Course, I learned that there is no manpower information given during this four-week course for soon-to-be or recently assigned commanders and deputies. To the course officer's recollection, manpower has never been included as part of the curriculum. I was told, however, they would be willing to insert a block of instruction on manpower issues. Contact with past Base Commanders' Management Course attendees indicated my proposal would be well-received. In fact, most commanders said they felt uncomfortable and ill-prepared for what they would soon handle. The videotape format from AU/TV provided the opportunity for this manpower story to be told "from the heart." In addition, this video will provide standardization from class to class.

Once again, this video is not meant to replace the MET commander, but supplement his service. Its purpose is to steer the wing or base commander to the MET commander with the right questions in the right time. Apart from its utility to the Center's Base Commanders' Management Course, this tape could be effectively viewed by Air War College students, MAJCOM directors, and MET commanders to offer to other client-commanders.

The videotape may be obtained by addressing the request to 1300 ABW/OTC, Mr Bill King, at Maxwell AFB, Alabama and ordering AUTV production number F3206-87-0042, "Manpower Basics: What Commanders Need to Know First." Requester must provide a 30-minute 3/4 inch videocassette.

ABOUT THE AUTHOR

Major Zukerberg is a career Manpower Management Officer. Her first two assignments were the Management Engineering Officer at Minot AFB, ND, and Ellsworth AFB, SD. From 1978 to 1980, she commanded the Management Engineering Team at Carswell AFB, TX. Here she advised air division, wing, and subordinate commanders on all manpower-related issues. The Carswell team won the Management Engineering Team of the Year Award for Strategic Air Command as well as Air Force for 1979. Major Zukerberg's next assignment was as Chief, Standards Development Branch, HQ SAC, where she managed all manpower standards setting for the command. In 1981, she took command of the 3904th Management Engineering Squadron, a Direct Reporting Unit of all SAC Manpower Management personnel, consisting of 28 detachments and operating locations. That squadron won the Air Force Outstanding Unit Award under her leadership. Prior to attending Air Command and Staff College, Major Zukerberg was Chief, Resources and Requirements Division at the Air Force Academy, managing allocations for almost 10,000 faculty, support, and cadet manpower requirements.

Major Zukerberg's other career accomplishments include, as a team member, the SAC Management Engineering Team of the Year Award for 1976 and 1977, and the Air Force Productivity Award for Professional Excellence for 1984. She was both the 1984 and 1985 USAF Academy Manpower Management Officer of the Year.

Major Zukerberg holds a BA in Rhetoric from the University of California, Davis, and a MA in Communication with Emphasis on Human Relations from the University of Northern Colorado. Additionally, she has completed one year of graduate work in Rhetoric from the University of California. Her professional military education includes Squadron Officer School by correspondence and in residence (1980) and Air Command and Staff College by seminar and in residence (1987).

Major Zukerberg is married to Wayne Davis and has three children, Zarah, Sam, and Rachel.

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*** SCRIPT ***

DURING MY THIRTEEN YEARS IN THE MANPOWER MANAGEMENT CAREER FIELD AT BASE-LEVEL AND MAJCOM, I'VE SEEN ALOT OF CONFUSION BETWEEN THE MANPOWER REPRESENTATIVE AND THE COMMANDER. THERE'S CONFUSION ON WHO THAT MANPOWER REP REALLY WORKS FOR, WHAT FALLS WITHIN MANPOWER'S JURISDICTION, AND JUST WHAT KIND OF ISSUES TO EXPECT IF YOU'RE A COMMANDER AT BASE-LEVEL. I WAS ABLE TO VALIDATE THIS WHEN I TALKED TO RECENT GRADUATES OF THE BASE COMMANDERS' MANAGEMENT COURSE FROM THE CENTER FOR PROFESSIONAL DEVELOPMENT. COMMANDERS AND DEPUTIES TOLD ME THEY FELT ILL-EQUIPPED TO ATTACK MANPOWER ISSUES AT FIRST, AND THAT THEY WEREN'T SURE IF AND WHEN TO WORK WITH THEIR MANPOWER FOLKS. MOST HAD VERY LITTLE PAST EXPERIENCE WORKING WITH MANPOWER AND REMEMBERED IT AS A BAD EXPERIENCE. WELL, TODAY I'D LIKE TO GIVE YOU THE STRAIGHT SCOOP ON WHAT MANPOWER IS AND HOW TO DEAL WITH IT. THIS WON'T BE AN ALL-ENCOMPASSING COURSE ON MANPOWER MANAGEMENT. INSTEAD IT WILL BE MORE OF A 'HEADS UP' FOR YOU ON THOSE ISSUES THAT I BELIEVE ARE CRITICAL FOR COMMANDERS. I'LL DO THIS BY COVERING THE THREE MAIN AREAS OF MANPOWER MANAGEMENT: MANAGEMENT ENGINEERING, MANPOWER AND ORGANIZATION SERVICES, AND PRODUCTIVITY. I'LL CONCLUDE BY ADDRESSING WHO THAT MANPOWER REPRESENTATIVE IS AND SOME STRAIGHT TALK ABOUT YOUR RELATIONSHIP WITH THEM.

OKAY, LET'S TALK ABOUT MANAGEMENT ENGINEERING FIRST--THE STANDARD-SETTING PEOPLE. IN 1981 DOD TASKED ALL SERVICES TO INITIATE A PROGRAM OF FUNCTIONAL REVIEWS THAT WOULD EXAMINE THE WHOLE AIR FORCE, FUNCTION BY FUNCTION. THE AIR FORCE REALLY SUPPORTED THIS PROGRAM, BECAUSE THEY SAW THE BENEFIT OF COMPLETELY SHAKING DOWN AN ORGANIZATION PRIOR TO PUTTING THE

WORK CENTER'S MANPOWER REQUIREMENTS IN CONCRETE. THE FUNCTIONAL REVIEW PROCESS IS NOW AN INTEGRAL STEP IN SETTING EVERY MANPOWER STANDARD. WHAT IT'S ADDED TO THE PROCESS IS ACTIVE WORK CENTER INVOLVEMENT. THE WORK CENTER IS RESPONSIBLE FOR IDENTIFYING WAYS TO IMPROVE OR ENHANCE THE OPERATION. THESE ENHANCEMENTS CAN BE REVISING METHODS OF OPERATION OR EVEN CHALLENGING CURRENT DIRECTIVES. I'M NOT JUST TALKING ABOUT COMING UP WITH IMPROVEMENTS ON PAPER, BUT REAL STREAMLINED ENHANCEMENTS. WE ALL NEED TO MAN ON REQUIREMENTS REFLECTING TODAY'S MISSION AND ORGANIZATION, NOT ON OUT-MODED PROCEDURES OR OBSOLETE GUIDANCE. AS COMMANDERS, WE NEED YOUR SUPPORT IN THIS EFFORT.

SO WITH FUNCTIONAL REVIEW AS THE FOUNDATION, MANAGEMENT ENGINEERING DEVELOPS THE DATA NECESSARY TO SET A STANDARD. I EMPHASIZE THE WORD "STANDARD"--THE NORM. AS YOU KNOW, WE SET STANDARDS ON WHAT REQUIREMENT IS COMMON TO MANY BASES. BUT WHAT IS NOT COMMON TO MANY, JUST PECULIAR TO YOU, MUST BE CONSIDERED, TOO. CONTRARY TO WHAT SOME OF YOU MIGHT THINK, GETTING A MANPOWER STANDARD APPLIED TO YOU IS NOT LIKE FORCING A SIZE 11 FOOT INTO A SIZE 7 SHOE. THERE ARE STEPS THAT SHOULD BE TAKEN TO ENSURE VALID MISSION TASKING IS ACCOUNTED FOR. THIS CAN BE DONE IN THE FORM OF AN ADDITIVE OR EXCEPTION TO THE STANDARD, OR A SINGLE LOCATION STANDARD THAT WOULD APPLY ONLY TO YOU. IF THE WORKLOAD YOU'RE PERFORMING IS VALID AND NOT SIMPLY A HIGH LEVEL OF SERVICE YOU WOULD LIKE TO DO, YOU SHOULD GET CREDIT FOR IT AND HAVE IT FORMALLY WRITTEN INTO YOUR MANPOWER STANDARD. AND LET ME STATE HERE THAT STANDARDS ARE NOT DEADEND, BUT DYNAMIC. ADJUSTMENTS UP OR DOWN CAN AND SHOULD BE MADE AS REQUIREMENTS CHANGE.

IN MY YEARS IN MANPOWER, I'VE HEARD A LOT OF REASONS WHY STANDARDS CAN'T BE SET IN WORK CENTERS. LET ME RUN THROUGH A FEW OF THE MORE FREQUENTLY-HEARD EXCUSES AND MANPOWER RESPONSES TO THEM:

THE FIRST ONE IS "I'M UNIQUE AND YOU CAN'T MEASURE WHAT I DO." PERHAPS YOU ARE UNIQUE. BUT CHANCES ARE YOUR WORKLOAD CAN STILL BE QUANTIFIED. IF YOU CAN DEFINE IT, SCHEDULE IT, BE OBSERVED DOING IT, OR HAVE AN END PRODUCT, YOU CAN PROBABLY BE MEASURED.

ANOTHER ONE IS "WHAT MAKES YOU THINK YOU KNOW MORE ABOUT MY JOB THAN I DO?" WE DON'T. BUT NOW MORE THAN EVER THE STANDARD SETTING PROCESS BUILDS IN-- AND MUST HAVE--THE WORK CENTER'S INVOLVEMENT FOR AN ACCURATE PRODUCT. THAT ENHANCEMENT PHASE GIVES THE WORK CENTER A GREAT DEAL OF CONTROL. A MANPOWER STANDARD ISN'T A PRODUCT PRODUCED IN A MANPOWER VACUUM; ITS RESULTS ARE DRIVEN BY WORK CENTER PARTICIPATION.

ANOTHER COMMENT IS "YOU DIDN'T COVER ALL MY JOB." THEN SHOW THE NEED FOR THAT COVERAGE AND GET IT IN THE STANDARD. THE WORK CENTER AND MANPOWER HAVE RESPONSIBILITIES TO MAKE THE STANDARD ACCURATE.

THIS BRINGS ME TO A PERSONAL PLEA: DON'T LET YOUR WORK CENTERS B.S. US. INFLATING DATA WILL ONLY MAKE ALL OF IT SUSPECT. NONE OF US WANT SOME OUTLANDISH DATA IN PRINT. OWN UP TO YOUR NEEDS, YOUR REAL NEEDS. AND THEN LET MANPOWER GO OUT AND FIGHT FOR FIGURES THEY CAN BELIEVE IN.

OKAY, WE'VE TALKED ABOUT MANAGEMENT ENGINEERING--THE FACT THAT STREAMLINING IS ESSENTIAL AND THAT THE WORK CENTER HAS A SHARED RESPONSIBILITY IN THE STANDARD SETTING PROCESS. LET'S MOVE TO THE SECOND SIDE OF MANPOWER MANAGEMENT, ONE THAT BEGINS WHERE MANAGEMENT ENGINEERING LEAVES OFF, WHEN THE MANPOWER FIGURES GO ON THE BOOKS. YOU PROBABLY KNOW THEM AS THE KEEPERS OF THE UNIT MANPOWER DOCUMENT--THE UMD. THEY'RE MANPOWER AND ORGANIZATION SERVICES PEOPLE.

THE UMD IS THE BIBLE FOR BASE AUTHORIZATIONS. IT CONTAINS ALMOST ALL THE KNOWN OF YOUR AUTHORIZED AND REQUIRED MANPOWER. IN THESE COMPUTER PAGES, IT TELLS YOU HOW MANY AND WHERE YOUR COLONELS SHOULD BE, IF YOU HAVE A MASTER SERGEANT AUTHORIZED WHERE A CHIEF SHOULD BE, AND WHERE YOUR ADMIN PEOPLE SHOULD BE DOING THEIR WORK. THE PRODUCT ALSO IDENTIFIES WHICH WORK CENTERS ARE ACTUALLY UNDER A STANDARD, WHERE YOUR WARTIME DEPLOYMENT POSITIONS ARE, WHAT RATED OR RPI CODES YOU CARRY, AND WHAT SLOTS ARE FROZEN FOR A COST COMPARISON STUDY. AND ON AND ON. IT PROJECTS YOUR LOSSES AND GAINS OUT FOR FIVE FISCAL QUARTERS. THERE'S EVEN A PRODUCT CALLED THE EXTENDED UMD THAT PROJECTS FIGURES OUT 22 QUARTERS--GIVING YOU MORE INFORMATION THAN YOU'D PROBABLY EVER WANT TO KNOW.

LET ME STOP HERE AND CLARIFY AN IMPORTANT POINT: MANPOWER IS NOT PERSONNEL. WE DEAL IN SPACES. WE CONTROL THE AUTHORIZATIONS THAT DRIVE PERSONNEL TO FILL THEM WITH WARM, BREATHING BODIES. WE STRICTLY DEAL WITH THE MANPOWER REQUIREMENTS. BUT YOU KNOW AS WELL AS I DO THAT WE DON'T ALWAYS GET OUR REQUIREMENTS. WE HAVE LOTS OF CONSTRAINTS PUSHING AND PULLING AT OUR MANPOWER AUTHORIZATIONS--CONSTRAINTS LIKE OPERATIONAL AND WARTIME REQUIREMENTS, PROGRAM ELEMENT, NUMBER OF RATED OFFICERS, GRADE

ALLOWANCES, MILITARY END-STRENGTHS, AND CIVILIAN CEILINGS. THESE ARE JUST A FEW OF THE ROADBLOCKS THAT STOP THE FILL OF YOUR REQUIREMENTS AND END UP JUST GIVING YOU UNFUNDED ONES. MANPOWER IS A SCARCE COMMODITY. THERE'S NO KITTY OF UNUSED AUTHORIZATIONS. EVEN GUIDANCE IN THE POM PROCESS SAYS IF YOU COME IN WITH NEW MANPOWER REQUIREMENTS, IDENTIFY WHERE YOU'RE GOING TO FIND THEM. IN OTHER WORDS, WHAT ARE YOU GOING TO ELIMINATE TO FUND YOUR NEW PROGRAM?

THAT'S REALITY. SO, YOU MAY ASK YOURSELF, WHY AM I GOING THRU THIS JUST TO GET UNFUNDED OR DEFERRED REQUIREMENTS? WELL, THERE ARE SOME ADVANTAGES TO HAVING DEFERRED ON THE BOOKS. THEY'RE LIKE AN IOU--BETTER OWED THAN NOT IDENTIFIED AT ALL. DEFERRED SLOTS CAN GIVE YOU A LEG UP WHEN COMPETING FOR FUNDING THAT BECOMES AVAILABLE, BECAUSE YOUR NEEDS HAVE ALREADY BEEN VALIDATED. ANOTHER GOOD REASON IS IF YOUR BOSS IS LOOKING FOR FUNDING FOR A HIGHER PRIORITY OR DURING A MANPOWER REDUCTION, YOU CAN BETTER COMPETE WITH ORGANIZATIONS THAT DON'T HAVE DEFERRED. DEFERRED ON YOUR BOOKS SHOW YOU'RE ALREADY DOING YOUR JOB WITH LESS PEOPLE THAN YOU NEED.

I GUESS WHAT I'M SAYING IS DEFERRED AREN'T NECESSARILY BAD. IF YOU HAVE DEFERRED, YOUR MANPOWER AND ORGANIZATION SERVICES PEOPLE CAN HELP YOU PLACE THOSE SLOTS WHERE THEY WILL HURT THE LEAST.

MANPOWER AND ORGANIZATION SERVICES IS ALSO INVOLVED IN OTHER AREAS. ONE YOU MIGHT NOT ASSOCIATE WITH US IS CIVILIAN MANAGEMENT. WE PERIODICALLY REVIEW CIVILIAN POSITION MANAGEMENT TO ENSURE THAT WORK ASSIGNED IS PROPER TO THE CIVILIAN/MILITARY MIX OF A WORK CENTER. WE WANT TO MAKE SURE THE

CIVILIAN IS DOING APPROPRIATE WORK FOR THAT WORK CENTER AND NOT SOMETHING JUST DREAMED UP FOR HIS PD. WE ALSO WANT TO ENSURE THAT THERE'S NO CIVILIAN SUPERVISOR WITH AN NCOIC ASSIGNED, TOO, BOTH GETTING CREDIT FOR SUPERVISION. ANOTHER TIME WE'RE INVOLVED WITH YOUR CIVILIAN PERSONNEL IS WHEN YOU WANT A TEMPORARY CIVILIAN OVERHIRE. WE VALIDATE THAT THE WORKLOAD YOU WANT DONE IS LEGITIMATE FOR THAT WORK CENTER. THIS PROGRAM SHOULD BE USED TO HIRE ADDITIONAL EMPLOYEES TO COVER PEAK WORKLOAD, ONE-TIME WORKLOAD, AND PROLONGED VACANCIES DUE TO ILLNESS, MATERNITY AND LEAVE WITHOUT PAY STATUS. THE OVERHIRE IS FOR A SET PERIOD OF TIME AND SHOULD END WHEN THE VALIDATED BACKLOG ENDS. KEEP IN MIND THIS PROGRAM IS NOT A CATCH-ALL FOR ANY WORKLOAD YOU MIGHT WANT TO DO AS LONG AS YOU CAN SWING THE FUNDS. AS A COMMANDER, YOU NEED TO ENSURE THAT IT ISN'T USED AS AN EASY FIX FOR BAD MANAGEMENT.

ANOTHER CRITICAL ROLE FOR MANPOWER AND ORGANIZATION SERVICES, AND A TESTY TIME ON ANY BASE, IS CONDUCTING A COST COMPARISON STUDY. AS YOU MAY ALREADY KNOW, AIR FORCE FUNCTIONS NOT DETERMINED TO BE INHERENTLY GOVERNMENTAL--LIKE LEGAL AND CHAPLAIN--OR MILITARY ESSENTIAL--LIKE PRIME BEEF OR AIRCREWS--ARE PERIODICALLY EXAMINED TO SEE IF A CONTRACTOR MIGHT BE ABLE TO SATISFACTORILY PROVIDE THE SERVICE AT A REDUCED COST. I WON'T WALK YOU THRU THE COST COMPARISON PROCESS, BUT I WANT TO TELL YOU ABOUT SOME PITFALLS--TROUBLE SPOTS--FOR YOU, THE COMMANDER, DURING A COST COMPARISON STUDY.

THE FIRST ONE CENTERS AROUND THE PERFORMANCE WORK STATEMENT OR PWS. BOTH THE GOVERNMENT AND THE CONTRACTOR BID AGAINST GUIDELINES BASED ON THE PWS. IF ERRORS ARE FOUND AFTER IT'S WRITTEN, CHANGES PRIOR TO BID OPENING CAN BE

DIFFICULT TO DO. CHANGES AFTER CONTRACT AWARD ARE VERY DIFFICULT AND CAN BE COSTLY. YOU, THE COMMANDER, NEED TO ENSURE YOUR PEOPLE WRITE THE PWS TO SPELL OUT EXACTLY HOW THE SERVICE NEEDS TO BE PERFORMED--OR IT WON'T BE.

A SECOND PITFALL IS WHEN THE FUNCTION UNDER STUDY THINKS OF MANPOWER AS THE ENEMY AND WON'T COOPERATE. THE JOBS ARE ALREADY AT STAKE. THE DECISION HAS ALREADY BEEN MADE THAT THEY WILL PLAY, AND IT'S ALREADY BEEN ANNOUNCED TO CONGRESS. ONLY A TEAM EFFORT FROM A BASE STANDPOINT WILL BUILD A GOOD BID. IF THE WORK CENTER GUARDS ITS INFORMATION ON WHAT IT TRULY CAN DO, THE BID THAT MANPOWER IS RESPONSIBLE TO WORK UP MAY BE TOO HIGH, AND THE BASE WILL LOSE THE BID. IF THE WORK CENTER LIES IN ORDER TO WIN THE BID AND SAYS THEY CAN MAKE TREMENDOUS CUTS, THE BID MIGHT BE TOO LOW. IN THIS CASE IF WE WIN, THE GOVERNMENT COULD END UP NOT BEING ABLE TO PERFORM THE SERVICE. ONCE WON, THE WORK CENTER LIVES WITH THE BID, AND THE STREAMLINED STRUCTURE ON WHICH IT WAS BASED. IF THE FUNCTION SAID IT COULD WORK WITH LESS PEOPLE, THE SURPLUS MANPOWER GOES AWAY. YOUR ROLE AS COMMANDER IS TO ENSURE YOUR PEOPLE SUBMIT A STRUCTURE THAT WILL REALLY GIVE YOU THE SERVICE YOU WANT IF THE GOVERNMENT WINS.

A THIRD PROBLEM IS A POORLY WRITTEN QUALITY ASSURANCE PLAN. THIS IS A CHECKLIST FOR GOOD AND BAD PERFORMANCE, AND OUR BASIS FOR MAKING SURE WE GET THE RIGHT SERVICE FROM A CONTRACTOR. IF THE CONTRACTOR DOESN'T PERFORM, WE DON'T WANT IT TO BE DUE TO A LOOSELY WRITTEN QUALITY ASSURANCE PLAN.

THE LAST PROBLEM IN COST COMPARISON STUDIES I'LL MENTION IS IN THE AREA OF UNION INVOLVEMENT. THERE'S PLENTY OF OPPORTUNITY IN THIS PROCESS TO GET IN TROUBLE WITH THE UNION. YOU CAN GET IN TROUBLE BY NOT KEEPING THEM INFORMED AS MUCH AS THEY THINK YOU SHOULD. CONVERSELY, YOU CAN GIVE THEM TOO MUCH DETAIL OF YOUR SCHEDULE--MORE THAN THEY NEED TO KNOW--AND GIVE THEM THE OPPORTUNITY TO QUESTION SCHEDULE CHANGES THAT DON'T AFFECT THEM. THIS WILL HOLD UP YOUR SCHEDULE AND CAUSE YOU UNNECESSARY PAPERWORK ANSWERING UNION INQUIRIES. ANOTHER SIGNIFICANT PROBLEM YOU CAN CAUSE IS TO COORDINATE WITH THEM LATE, AFTER WORD-OF-MOUTH HAS HIT THE BASE, AND NOT BE ABLE TO CALM DOWN THE WORKERS WHOSE JOBS ARE AFFECTED. A UNION GRIEVANCE DURING A COST COMPARISON STUDY IS JUST NOT SOMETHING YOU NEED. KEEP YOUR PEOPLE ON TOP OF THIS.

IF YOU GET NOTIFIED THRU MANPOWER AND ORGANIZATION SERVICES THAT ONE OF YOUR FUNCTIONS WILL BE INVOLVED IN A COST COMPARISON STUDY AND YOU DON'T THINK IT SHOULD BE CONTRACTED, I HAVE ONE CAUTION: USE YOUR 'HEAD AND DON'T FIGHT THE STUDY UNLESS THERE ARE SOUND, LOGICAL, DEFENSIBLE REASONS WHY IT SHOULDN'T BE CONDUCTED. UNDERSTAND THAT IT'S DIFFICULT FOR ANYONE HIGHER UP TO BE SYMPATHETIC TO WHY YOU CAN'T POSSIBLY CONTRACT A MAINTENANCE, SUPPLY, ENGINEERING OR EVEN FLYING TRAINING FUNCTION, WHEN THERE ARE SUCCESS STORIES ELSEWHERE IN THE MILITARY. IN THIS AREA, DON'T JUST BLOW SMOKE. HAVE YOUR FACTS TOGETHER AND BE AWARE OF THE POLITICAL CLIMATE IN WHICH YOUR REBUTTLE WILL BE RECEIVED. IF YOU LOSE IN YOUR ATTEMPT TO STOP THE STUDY, YOUR MAIN TASK THEN IS TO HAVE YOUR PEOPLE COME UP WITH THE LEANEST AND MEANEST STRUCTURE AND BID THEY CAN WITH AN ACCEPTABLE QUALITY OF SERVICE.

ALL RIGHT, IN COST COMPARISON, YOU CAN SEE THERE'S PLENTY OF ROOM FOR ERROR. JUST MAKE SURE YOU OR PEOPLE YOU TRUST ARE ON TOP OF IT. YOU MAY HAVE TO LIVE WITH THE RESULTS FOR A LONG TIME.

THE LAST THING IN THE MANPOWER AND ORGANIZATION SERVICES ARENA I WANT TO ADDRESS IS A MANPOWER REDUCTION. YOU MIGHT WANT TO LISTEN CLOSELY HERE, BECAUSE I'M NOT AWARE OF ANY PLACE THE THOUGHT PROCESS ON HOW TO TAKE A CUT IS WRITTEN. I WANT TO GIVE YOU SOME IDEAS ON HOW YOU MIGHT HANDLE A REDUCTION IF IT HITS YOUR BASE. NORMALLY YOU RECEIVE WORD OF THE REDUCTION ALONG WITH THE QUOTA. IF YOU'RE LUCKY, THE QUOTA WILL COME DOWN BY GRADE AND AFSC WHICH USUALLY DICTATES THE UNIT THAT HAS TO TAKE THE CUT. BUT LET'S ASSUME YOU AREN'T LUCKY AND HAVE MANY PLAYERS THAT COULD TAKE THE HIT. THERE ARE ROUGHLY THREE APPROACHES YOU CAN TAKE.

THE FIRST ONE COMMANDERS USUALLY THINK OF IS TO LEAVE MISSION AREAS ALONE AND ONLY HIT THE SUPPORT AREAS. THE DANGER HERE IS THAT IF THIS WAS THE THINKING DURING THE LAST REDUCTION, A SUPPORT FUNCTION THAT DIDN'T HAVE A VERY HIGH PRIORITY WITH THE BOSS LAST TIME MIGHT GET HIT AGAIN. THAT MIGHT BE A GOOD DECISION, BUT MAYBE NOT. THEY MAY HAVE SURVIVED THE LAST CUT-- BUT BARELY. YOU NEED TO ENSURE IN YOUR POLITICAL DECISION-MAKING PROCESS THAT YOU DON'T TAKE THEM BELOW A LEVEL WHERE THEY CAN'T EVEN DO THE MINIMAL JOB YOU NEED THEM TO DO. ALSO, WHEN THE SUPPORT AREAS ARE CONSTANTLY HIT WHILE YOU KEEP THE MISSION AREAS HEALTHY, THE LONG RUN RESULT MAY BE EVERYDAY PRESSURE ON SUPPORT SERVICES THAT AREN'T SURVIVABLE FOR THE WHOLE.

A SECOND APPROACH TO A MANPOWER REDUCTION IS TO LEAVE ALONE THOSE WHO TOOK A HIT LAST REDUCTION AND ONLY PLAY WITH PREVIOUS NONPLAYERS THIS TIME. OVER TIME THIS MIGHT SPREAD THE HURT, BUT MAYBE LAST TIME'S UNITS WERE ACTUALLY THE RIGHT ONES TO HIT. FUNCTIONS THAT PLAYED LAST TIME COULD HAVE AFFORDED IT MOST, AND MIGHT HAVE SINCE REARRANGED PEOPLE AND WORKLOAD AND ARE DOING FINE. IT COULD BE THAT THOSE AREAS WERE ONES NOT UNDER MANPOWER STANDARDS AND HAD PEOPLE TO SPARE TO BEGIN WITH. YOU NEED TO UNDERSTAND WHY THE CUTS WERE TAKEN WHERE THEY WERE, AND HOW THOSE FUNCTIONS HAVE REACTED SINCE, BEFORE YOU GIVE THEM IMMUNITY FROM THIS REDUCTION.

A THIRD WAY TO ROLL A REDUCTION IS THE PRORATA WAY--THAT IS, EVERYBODY TAKES A FAIR SHARE, SAME PERCENTAGE FOR ALL SPREADING THE HURT. BEFORE YOU TAKE THE FAIR WAY, HOWEVER, MAKE SURE THE CUTS REALLY SHOULD BE TAKEN ACROSS THE BOARD. THIS MIGHT BE THE EASIER APPROACH WITH LESS GRIPING BY THE UNITS, AND IT MIGHT SAVE YOU SOME TOUGH DECISION-MAKING. BUT YOU MIGHT HURT A FUNCTION THAT SHOULDN'T TAKE A FAIR SHARE FOR THE SAKE OF THE BASE. NO MATTER WHICH WAY YOU CHOOSE, NOTHING REPLACES SOUND, FUTURE-ORIENTED JUDGEMENT ON YOUR PART.

WELL, I'VE ADDRESSED ONLY A FEW OF THE CATS AND DOGS THAT FALL UNDER MANPOWER AND ORGANIZATION SERVICES. BUT I BELIEVE THAT BEING WARNED ABOUT DANGERS IN PROBLEMS LIKE COST COMPARISON STUDIES AND MANPOWER REDUCTIONS WILL PAY OFF.

THE THIRD AREA OF MANPOWER MANAGEMENT I'D LIKE TO TALK ABOUT IS PRODUCTIVITY. THERE ARE MANY PROGRAMS HERE, BUT LET ME JUST HIGHLIGHT A

FEW I THINK YOU WILL BE INTERESTED IN.

THE FIRST ONE IS THE MOST POPULAR, THE FAST PAYBACK CAPITAL INVESTMENT PROGRAM OR FASCAP. IT HAS FUNDS SET ASIDE BY THE AIR STAFF THAT ALLOW YOUR WORK CENTERS TO BUY EQUIPMENT TO IMPROVE THEIR OPERATION EITHER THRU MANPOWER SAVINGS OR REDUCING AN O & M ITEM. EQUIPMENT YOU MIGHT WANT TO BUY CAN RANGE IN COST FROM \$3,000 to \$100,000. BUT IT MUST BE PAID BACK IN TWO YEARS. THE BEAUTY OF FASCAP IS THAT SAVINGS GENERATED BY THE NEW EQUIPMENT ARE NORMALLY RETURNED TO THE USING ORGANIZATION AND THE MANPOWER CAN BE USED TO FUND DEFERRED REQUIREMENTS THERE. I'VE SEEN EQUIPMENT RANGING FROM WORD PROCESSORS TO HUGE ASPHALT LAYERS BOUGHT WITH FASCAP FUNDS. ONCE APPROVED, THE WORK CENTERS ROUTINELY GET THE EQUIPMENT FUNDED AND DELIVERED IN ABOUT 120 DAYS.

THERE ARE OTHER INVESTMENT PROGRAMS OF SET-ASIDE MONEY THAT ARE AVAILABLE TO YOU. THEY DEAL WITH MORE EXPENSIVE EQUIPMENT AND DIFFERENT AMORTIZATION TIMES. RATHER THAN TALK TO THEM NOW, IT'S BEST TO TALK TO YOUR MANPOWER FOLKS TO SEE WHAT AND HOW A PROGRAM MIGHT FIT YOUR SITUATION.

ANOTHER PROGRAM THAT CAME UNDER MANPOWER MANAGMENT IN 1985 IS THE SUGGESTION PROGRAM. YOU'RE ALREADY FAMILIAR WITH IT. AS YOU KNOW THE ESSENCE OF IT IS TO REWARD GOOD SUGGESTIONS. IF WELL-MANAGED, THIS PROGRAM CAN GO FROM A DREADED BASE QUOTA TO AN AVENUE FOR FREE-WHEELING IDEAS.

A THIRD PRODUCTIVITY PROGRAM IS QUALITY CIRCLES. IT'S A WORKER-INVOLVEMENT PROGRAM WHERE THE WORKERS MEET REGULARLY TO IDENTIFY, ANALYZE, AND SOLVE

WORK-RELATED PROBLEMS. IT'S BASED ON THE IDEA: WHO BETTER KNOWS THE PROBLEMS IN THE WORK CENTER THAN THE WORKERS? YOU MIGHT NOT BE DIRECTLY INVOLVED IN A CIRCLE YOURSELF, BUT BE AWARE THAT ESTABLISHING QUALITY CIRCLES IN YOUR SUBORDINATE WORK CENTERS IS A MORALE BOOSTER AND A PERFORMANCE IMPROVER. ONCE AGAIN, YOUR MANPOWER OFFICE IS THE PLACE TO START IN SETTING UP QUALITY CIRCLES.

THE LAST PROGRAM IN PRODUCTIVITY I'M GOING TO ADDRESS IS A SUPER SERVICE WE'VE OFFERED FOR QUITE SOME TIME. IT'S CALLED A MANAGEMENT ADVISORY STUDY. IT GIVES ANY LEVEL MANAGER AN EXTRA SET OF EYES AND HANDS TO HELP SOLVE PROBLEMS--PROBLEMS LIKE OFFICE BOTTLENECKS, CONTINUALLY BUSTED SUSPENSES, MORALE ISSUES, LAYOUT PROBLEMS AND INVENTORY PROBLEMS. THESE ARE ALL AREAS THAT MANPOWER PEOPLE HAVE BEEN TRAINED TO WORK IN. THE MANAGER SIMPLY REQUESTS A STUDY AND MANPOWER ESTABLISHES A CLIENT-CONSULTANT RELATIONSHIP WITH HIM. ALL DATA, OBSERVATIONS, AND RECOMMENDATIONS ARE PRIVILEGED INFORMATION--CONFIDENTIAL--AND RELEASED ONLY TO THE CLIENT, NOT THE BOSS AND NOT THE SUBORDINATES. THE MANAGER IS IN COMPLETE CHARGE. AND UNDER OUR CHARTER, IF FAT IS FOUND, MANPOWER AUTHORIZATIONS CAN'T BE TOUCHED. IN THE END, WE OUTBRIEF ONLY THE REQUESTING MANAGER AND WILL HELP FULLY OR PARTIALLY IMPLEMENT THE RECOMMENDATIONS--OR EVEN THROW THE PRODUCT AWAY. IT'S A GOOD SERVICE AND YOUR MANPOWER OFFICE OUGHT TO BE ACTIVELY SOLICITING MANAGEMENT ADVISORY STUDIES.

WELL, WE'VE TALKED ABOUT THE THREE SIDES OF MANPOWER MANAGEMENT: MANAGEMENT ENGINEERING, MANPOWER AND ORGANIZATION SERVICES, AND PRODUCTIVITY. THE LAST THING I WANT TO TALK TO YOU ABOUT IS YOUR RELATIONSHIP WITH THE

MANPOWER REPRESENTATIVE ON YOUR BASE. I'LL SPEAK BLUNTLY, AND OFFER YOU SOME ADVICE THAT HOPEFULLY WILL HELP ESTABLISH A GOOD WORKING RELATIONSHIP BETWEEN YOU.

MY FIRST PIECE OF ADVICE IS: DON'T ASSUME MANPOWER IS WRONG. WHEN YOUR PEOPLE COME RUNNING TO YOU WITH RESULTS FROM A MANPOWER PROJECT, PLEASE GET THE FACTS. THAT GOES FOR MEASUREMENT OF A MANPOWER STANDARD, PROPOSAL FOR A GRADE ROLLBACK, DISAPPROVAL OF A MANPOWER CHANGE REQUEST--ALL OF IT. AT THE OUTSET, DON'T ASSUME ALL OF THE WORK WASN'T COUNTED, OR THAT YOUR PEOPLE AREN'T INFLATING THEIR TIME TO YOU, OR THAT THEY ARE DOING THE JOB THE WAY IT SHOULD BE DONE. WITH THE BLACK HAT IMAGE MANPOWER HAS WITH THE AVERAGE COMMANDER, IT'LL BE HARD TO STOP AND POSSIBLY TAKE MANPOWER'S SIDE, BUT WAIT FOR PROOF. IF IT COMES, CORRECT THE PROBLEM IN THE WORK CENTER. IF RATIONALE DOESN'T COME, DEMAND CHANGE OF THE RESULTS.

MY SECOND PIECE OF ADVICE: IF DISAGREEMENT BETWEEN YOU AND MANPOWER HAPPENS, TRY TO WORK IT OUT WITH THEM BEFORE YOU GO OVER THEIR HEADS. THE MANPOWER DIRECTORATE YOU INVOLVE AT HIGHER HEADQUARTERS MAY SOLVE YOUR IMMEDIATE PROBLEM. BUT UNLESS IT WAS AN EXTREMELY SENSITIVE ISSUE OR A GIGANTIC MISTAKE, YOU'LL PROBABLY KEEP THE SAME MANPOWER PEOPLE ON YOUR BASE, AND AT THAT POINT THE WORKING RELATIONSHIP IS RUINED.

I'M NOT SAYING ACCEPT POOR SERVICE. I'M SAYING DEMAND APPROPRIATE SERVICE, BUT BE TRULY OBJECTIVE AS TO WHAT YOU WANT VERSES WHAT YOU NEED, WHAT IS PAROCHIAL TO YOU, AND WHAT IS THE BIGGER PICTURE.

THIRD POINT: THE MANPOWER PEOPLE ON YOUR BASE DON'T BELONG TO YOU. YOU DON'T OWN THEM, IN THAT YOU'RE NOT IN THEIR CHAIN OF COMMAND. THEY'RE TENANTS ON YOUR BASE AND AN EXTENSION OF THEIR MAJCOM HEADQUARTERS PUT THERE TO SERVICE YOU. THEY'RE KIND OF DUAL-HAT--A COMMUNICATION LINK BETWEEN THE POLICY MAKERS AT YOUR HEADQUARTERS AND THE DOERS AT YOUR BASE. BUT YOU ARE THEIR REASON FOR EXISTENCE. IF YOU NEED TO FIGHT A MANPOWER ISSUE FROM HEADQUARTERS, MANPOWER CAN BEST PUT IT IN MANPOWER-FIGHTING TERMS. IF THE ACTION IS A MUST, MANPOWER'S THERE TO HELP YOU EVALUATE HOW TO IMPLEMENT THAT ACTION AS PAINLESSLY AND PRODUCTIVELY FOR THE BASE AS POSSIBLE.

LET ME EMPHASIZE THE KEY IN ALL THIS: USE THEM. USE THAT MANPOWER DETACHMENT COMMANDER OR OL CHIEF. THEY'RE HANDPICKED--THOSE ARE COVETED JOBS IN MY CAREER FIELD. IN SPITE OF THEIR JUNIOR RANK, IF THEY DON'T KNOW THE ANSWER, THEY CAN FIND OUT FOR YOU. THEY HAVE DIRECT CONTACT WITH HIGHER HEADQUARTERS FOR POLICY AND GUIDANCE, AND THEY HAVE THE MEANS TO GET YOU ANSWERS, WAIVERS, APPROVALS, OR ALTERNATIVES TO HELP YOU. THEY ARE OBLIGATED TO BE OBJECTIVE AND IMPARTIAL. YOU SHOULD EXPECT, DEMAND, THEIR HONESTY, INDEPENDENCE, AND COMMON SENSE.

MY LAST BIT OF ADVICE IN YOUR RELATIONSHIP IS: HELP THEM. JUST AS THEY HAVE RESPONSIBILITY TO YOU, YOU HAVE RESPONSIBILITY TO THEM. REMEMBER THEY'RE TENANTS AND AS TENANTS, THEY'RE SOMEWHAT OF OUTSIDERS. REWARD THEM AS ONLY YOU CAN FOR EFFECTIVE SERVICE TO YOU. WRITE THEIR BOSS. OFFER AN LOE. INCORPORATE THE BASE SIDE OF THE MANPOWER TEAM INTO YOUR TEAM.

I'VE ONLY HAD A FEW MINUTES TO TALK TO YOU ABOUT ISSUES I BELIEVE ARE CRITICAL TO COMMANDERS. AS MY PARTING SHOT, I HIGHLY RECOMMEND YOU GET WITH YOUR MANPOWER FOLKS AND ESTABLISH THAT ALL-IMPORTANT RELATIONSHIP--ONE THAT WILL GET YOU THRU TOUGH TIMES. AT A MINIMUM, GET BRIEFED ON THE CURRENT PROJECTS BEING WORKED ON YOUR BASE, PROJECTS OR ISSUES WORKED IN THE LAST YEAR, AND REQUESTS GENERATED BY YOUR OWN PEOPLE THAT ARE BEING WORKED AT HEADQUARTERS OR AIR STAFF. ALSO ASK FOR A DISCUSSION OF THINGS THAT MANPOWER IS CONCERNED ABOUT IN YOUR AREAS--IDEAS, JUST TO PLANT THE SEED, OF POSSIBLE EFFICIENCIES, POTENTIAL SAVINGS, TROUBLE AREAS THAT COULD REACH UP AND BITE YOU. ALL STRICTLY FROM A MANPOWER STANDPOINT, WITH THAT AS A CAVEAT.

IF YOU WANT A REMINDER OF ANY OF THIS OR WANT TO KNOW MORE ABOUT MANPOWER PROGRAMS, GET A HOLD OF YOUR MANPOWER PEOPLE.

MAKE THEM AN INTEGRAL PART OF YOUR TEAM.

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